Joint Logistics Compass Plank Briefing

Logisticians Effectively Working in a Joint, Interagency and/or Multinational Environment

10 Nov 08 / 1500-1600

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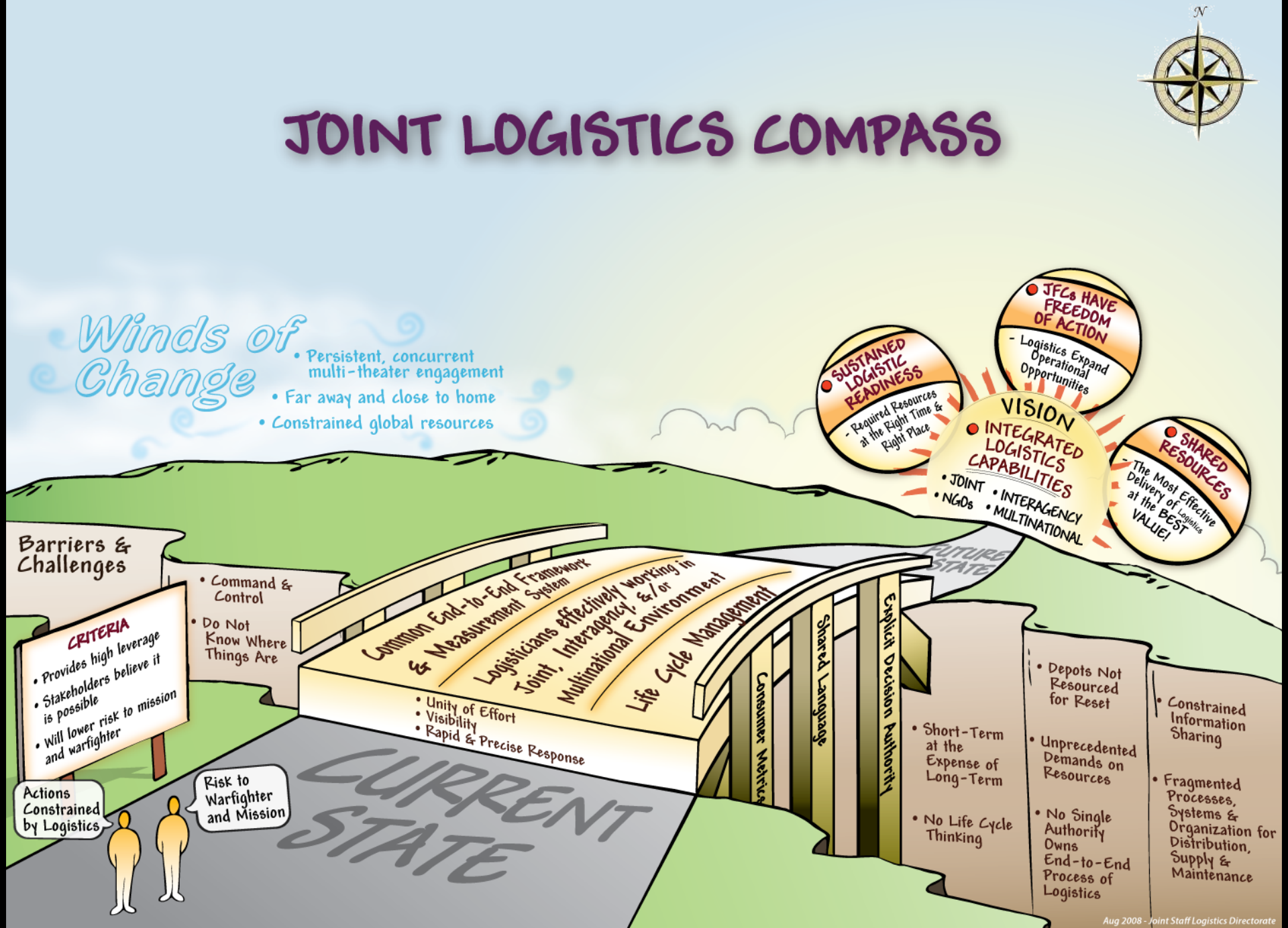
JS J4 / KBLD

Overview

- **Joint Logistics Compass**
  - **Challenges**
  - **Opportunities**
- **Defense Logistics Education Timeline**
  - **Proposed Milestones**
- **Risks & Mitigation Recommendations**
- **DJ4 Guidance**

JOINT LOGISTICS COMPASS


Winds of Change
• Persistent, concurrent multi-theater engagement
• Far away and close to home
• Constrained global resources
SUSTAINED LOGISTIC READINESS
- Required Resources at the Right Time & Right Place
JFCs HAVE FREEDOM OF ACTION
- Logistics Expand Operational Opportunities
SHARED RESOURCES
- The Most Effective Delivery of Logistics at the BEST VALUE!
VISION
INTEGRATED LOGISTICS CAPABILITIES
• JOINT • INTERAGENCY
• NGOs • MULTINATIONAL
Barriers & Challenges
• Command & Control
• Do Not Know Where Things Are
CRITERIA
• Provides high leverage
• Stakeholders believe it is possible
• Will lower risk to mission and warfighter
Common End-to-End Framework & Measurement System
Logisticians effectively working in Joint, Interagency, &/or Multinational Environment
Life Cycle Management
• Unity of Effort
• Visibility
• Rapid & Precise Response
Consumer Metrics
Shared Language
Explicit Decision Authority
FUTURE STATE
• Short-Term at the Expense of Long-Term
• No Life Cycle Thinking
• Depots Not Resourced for Reset
• Unprecedented Demands on Resources
• No Single Authority Owns End-to-End Process of Logistics
• Constrained Information Sharing
• Fragmented Processes, Systems & Organization for Distribution, Supply & Maintenance
CURRENT STATE
Actions Constrained by Logistics
Risk to Warfighter and Mission

Aug 2008 - Joint Staff Logistics Directorate

"Education Plank"

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Challenges:

- Service-centric training and curriculum
- 'Logistics' defined differently by each Service
- Systems & terminology are different for each Service
- Logisticians in field and combat are not ready for joint operations
- Aging, civilian workforce
- Limited career management for the civilian logistician
- Recruitment and retention issues

Initiative:

Recruit, develop and sustain **Logisticians** who are **effective working in the Joint, Interagency, &/or Multinational environment.**

Critical Activities:

- Stand up and operate the Center for Joint and Strategic Logistics Excellence beginning in Oct 08
- **Update**, **validate** and **implement** the Logistics Human Capital Strategy (to include all Logistics Capability Areas)

Opportunities:

- Flexible workforce
- Common lexicon
- Growing interest in being a Logistician
- Service Logisticians who are effective in Joint, Interagency, &/or Multinational domain
- Service specialists who advance from the outset in Joint capabilities
- Joint Logistics training curriculum

Threats:

- Not enough billets in Joint Logistics
- We do not know what "Joint" looks like in-theatre
- Lack of understanding of what "Joint Interagency Multinational Logistics" looks like in-theatre

"Education Plank": Challenges

- **Service-centric training & curriculum**
  - **Initiatives: Joint Log Course / Joint Log Learning Module / Joint Log Core Curriculum**
- **Logistics defined differently by each Service**
  - **Initiatives: Log Courses "Landscape Analysis" / Joint Log Core Curriculum / Frame of Reference for Joint Log / Shared Logistics Language**
- **Systems & terminology are different for each Service**
  - **Initiatives: GCSS-J / Frame of Reference for Joint Log / Shared Logistics Language**
- **Logisticians in field & combat are not ready for joint operations**
  - **Initiatives: Joint Log Course / Joint Log Learning Module**
- **Limited career management for the civilian logistician**
  - **Initiative: Log Career Development Framework (OSD Initiative)**

- **Aging, civilian workforce**
- **Recruitment & retention issues**

Note: Links Joint Logistics initiatives with the challenges each addresses

"Education Plank": Opportunities

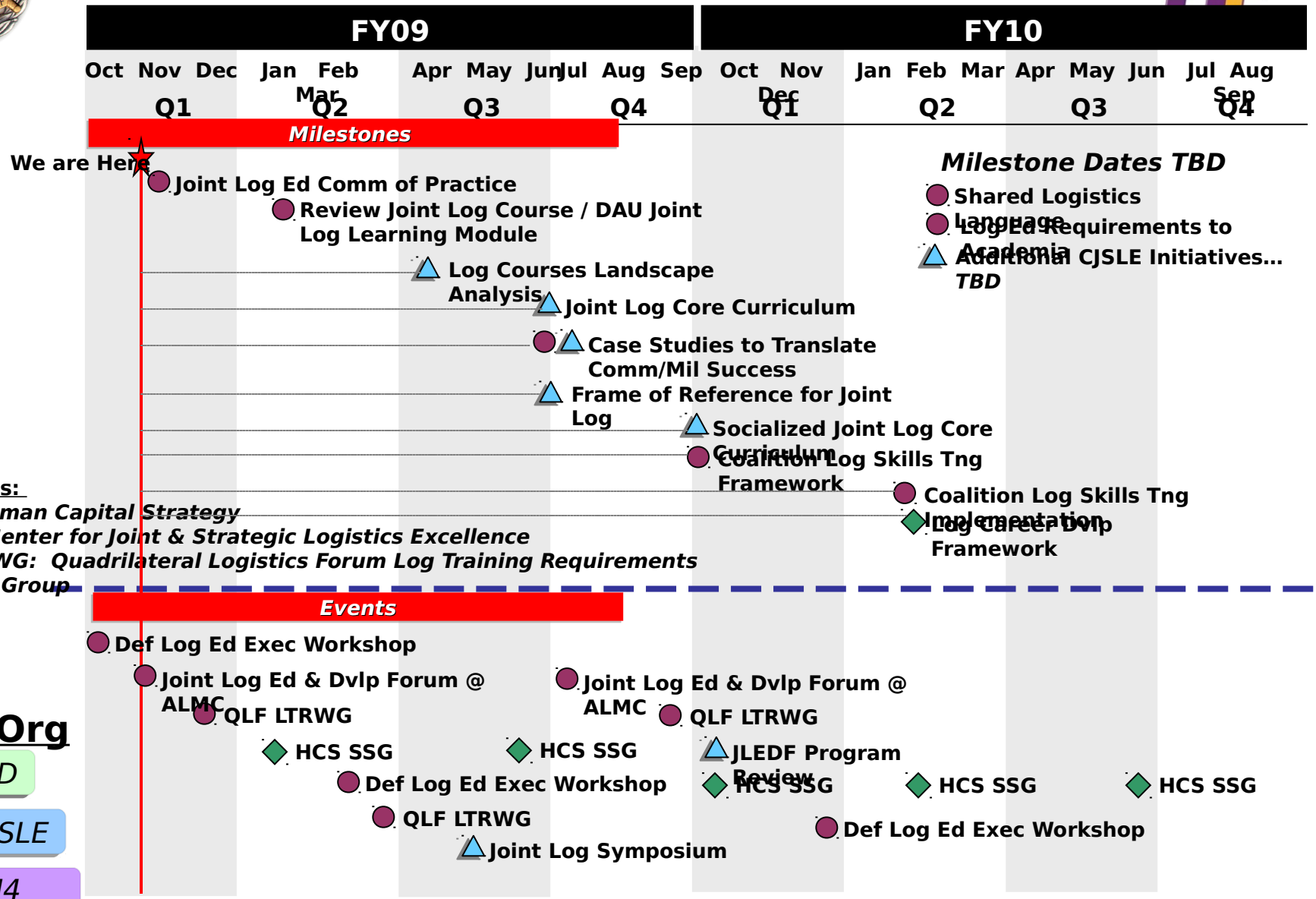
- **Flexible Workforce**
  - **Initiatives: Defense Log Education Exec Workshop initiatives / Case Studies to Translate Commercial & Military Success**
- **Common Lexicon**
  - **Initiatives: Frame of Reference for Joint Log / Shared Log Language**
- **Growing Interest in being a Logistician**
  - **Strategic Communication Efforts (Not a specific Joint Log Education initiative, but is an element of the overall way-ahead)**
  - ***Note: Could be addressed in future Defense Log Education Exec Workshop initiatives***

Note: Links Joint Logistics Education initiatives with associated opportunities

"Education Plank": Opportunities

- **Service Logisticians who are effective in Joint, Interagency &/or MN domain**
  - **Initiatives: Joint Log Course / Joint Log Learning Module / Joint Log Core Curriculum / Case Studies to Translate Commercial & Military Success / Coalition Log Skills Framework / MN Logistics Course**
- **Service specialists who advance from the onset in Jnt capabilities**
  - **Initiatives: Joint Logistics Core Curriculum / Joint Log Course / Joint Log Learning Module**
- **Joint Logistics Training Curriculum**
  - **Initiatives: Joint Logistics Core Curriculum / Joint Log Course / Joint Log Learning Module**
  - **Also: Team with J7 for additional initiatives**
- ***Other Ideas?***

Defense Logistics Education Timeline, FY09 – FY10


FY09
FY10
Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep
Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4
Milestones
We are Here
Joint Log Ed Comm of Practice
Review Joint Log Course / DAU Joint Log Learning Module
Log Courses Landscape Analysis
Joint Log Core Curriculum
Case Studies to Translate Comm/Mil Success
Frame of Reference for Joint Log
Socialized Joint Log Core Curriculum
Coalition Log Skills Tng Framework
Coalition Log Skills Tng Implementation
Log Career Dvlp Framework
Milestone Dates TBD
Shared Logistics Language
Log Ed Requirements to Academia
Additional CJSLE Initiatives… TBD
Acronyms:
HCS: Human Capital Strategy
CJSLE: Center for Joint & Strategic Logistics Excellence
QLF LTRWG: Quadrilateral Logistics Forum Log Training Requirements Working Group
Events
Def Log Ed Exec Workshop
Joint Log Ed & Dvlp Forum @ ALMC
QLF LTRWG
HCS SSG
Def Log Ed Exec Workshop
QLF LTRWG
Joint Log Symposium
Joint Log Ed & Dvlp Forum @ ALMC
QLF LTRWG
HCS SSG
JLEDF Program Review
HCS SSG
HCS SSG
HCS SSG
Def Log Ed Exec Workshop
Lead Org
OSD
CJSLE
JS J4

Milestones

Joint Log Education Community of Practice

- **Milestone: Establish a single web site, with links to other appropriate sites, for joint logistics education information and collaboration**
  - **Working with DAU to establish site**
  - **Linked with L&MR's Joint Logistics Education, Training, and Experimentation Transformation initiative**
- **Lead: JS J4**
- **Expected Outcome:**
  - **Single information and collaboration source for joint logistics education**
  - **Improved Communication**
- **Target Date: Nov 08**

Review Joint Log Course / DAU Joint Log Learning Module

- **Milestone: Review Army Log Mgt College's Joint Logistics Course (JLC) Curriculum & DAU's Joint Logistics Continuous Learning Module**
  - **Team effort: CASCOM, J4, JFSC, UNC; recommend including DAU, Services & COCOMs**
  - **Review current lesson plans; update & validate**
  - **"Operationalize" Learning Module; incorporate COCOM inputs (esp. AFRICOM/SOUTHCOM); upgrade e-learning capability**
  - **Synergize courses as applicable**
- **Lead: Army Logistics Management College with JS J4 Support**
- **Expected Outcome:**
  - **Baseline for further development of Joint Logistics Curriculum**
  - **Service & COCOM Socialization**
  - **Increased joint logistics educat**
- **Target Date: Jan 09**

Plank Opportunities:
- Logisticians effective in Joint, Interagency &/or MN domain
- Service specialists who advance from the onset in Joint capabilities

Logistic Courses "Landscape" Analysis

- **Milestone: Complete analysis of existing logistic courses**
  - **Includes Services, Agencies, academia, professional organizations**
  - **Establishes log course baseline for Center of Joint & Strategic Logistics Excellence (CJSLE)**
  - **Provides insight reference synchronizing courses, reducing redundancies, etc.**
- **Lead: CJSLE**
- **Expected Outcome:**
  - **Baseline for Core Joint Logistics Curriculum**
  - **Baseline for document to provide specific logistic education requirements to Academia**
- **Target Date: Apr 09**

Joint Logistics Core Curriculum

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- **Milestone: Develop Joint Logistics Core Curriculum and Socialize curriculum with Services**
  - **Provide to each level of PME Service school and Service logistic programs**
- **Lead: CJSLE**
- **Expected Outcome:**
  - **Establish baseline for what warfighters & logisticians need to know; use to develop additional coursework / deliverables**
  - **Tailorable curriculum for use by institutions as needed**
- **Target Date: Jun 09 (Curriculum) / Sep 09 (Socialization)**

Plank Opportunities:
- Logisticians effective in Joint, Interagency &/or MN domain
- Service specialists who advance from the onset in Joint capabilities

Military / Commercial Case Studies

- **Milestone: Develop case studies to translate commercial logistic successes so the military can relate / apply**
  - **Highlighted as a log community need during the Joint Log & Education Development Forum**
  - **Potential "quick kill"**
  - **Opportunity to provide military success case studies to academia & industry as well**
- **Lead: CJSLE w/J4 support**
- **Expected Outcome:**
  - **Further enhance joint logistics curriculums**
  - **Introduce new ideas to both military and civilian logisticians**
- **Target Date: Jun 09**

Plank Opportunities:
- Flexible Workforce
- Logisticians effective in Joint, Interagency &/or MN domain

Frame of Reference for Joint Logistics

- **Milestone: Logistics for joint operations, vs "joint logistics"**
  - **Joint Logistics is "the coordinated use, synchronization and sharing of two or more *Military Departments*' log resources to support the joint force"**
  - **Per JP 4-0, "Joint logistics delivers sustained log readiness for the CCDR & JFCs through the integration of national, multinational, Service and combat support agency capabilities"**
  - ***What is the correct frame of reference?***
- **Lead: JS J4**
- **Expected Outcome:**
  - **Baseline for developing "common lexicon"**
- **Target Date: Jun 09**

Plank Opportunity:
• Common Lexicon

Note: Is this on target?

Coalition Log Skills Training Framework

- **Milestone: QLF LTRWG's goal is to produce a Logistics Training Requirement for Coalition Logistic Officers for Implementation**
  - **Define training requirements to enable logisticians to operate in a coalition environment**
  - **Map training objectives against each of the nine Coalition Logistic Functional Competencies**
- **Lead: JS J4**
- **Expected Outcome:**
  - **Provide core training / education requirements for logisticians serving in a coalition environment**
  - **Future Incorporation into Joint Logistics core curriculum**
- **Target Date: Sep 09 (Training Requirement) / Feb 10 (Implementation Plan)**

Plank Opportunity:
• Logisticians effective in Joint, Interagency
  &/or MN domain

Logistics Career Development Framework

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- **Milestone: DoD Human Capital Strategy initiative to provide a career roadmap**
  - **Assessment process measures achievement of competency levels & provides guidance**
  - **Focused on the civilian workforce, although recent discussions have incorporated military as well**
- **Lead: ADUSD Logistics Plans & Programs / Supply Chain Integration**
- **Expected Outcome:**
  - **Cross-functional development**
  - **DoD enterprise system to identify & use desired competencies**
  - **Logistics synergy to provide capabilities for current & emerging missions**
- **Target Date: Winter 10 / On-going**

Plank Challenge / Opportunity:
• Limited career management for civilian logisticians

Additional Initiatives

- **Possible follow-on CJSLE Initiatives, as determined by Exec Committee (TBD)**
  - **Executive level short courses on log concepts & principles / COCOM Outreach**
  - **Logistic inputs for CAPSTONE / Joint Flag Officer Warfighting Course / Pinnacle**
  - **"DoD as a Customer" outreach to academic institutions / site visits**

- **Shared logistics language across DoD, industry & academia**
  - ***How best to tackle this?!***
  - ***Date: TBD***

- **Provide Academia specific logistic education requirements (Notional Logistics Curriculum?)**
  - ***Discussion at Feb 09 Defense Logistics Executive Education Workshop?***
  - ***Date: TBD***

Plank Opportunities:
- Common Lexicon
- Logisticians effective in Joint, Interagency &/or MN domain
- Service specialists who advance from the

Defense Log Education Exec Workshop 4

- **Action Items from 3 Oct Workshop:**
  - **Top 10 Senior Log Leader Competencies**
  - **Requirements for Academia**
- **26 Feb 09 Workshop…**
  - **Review Senior Log Competencies**
    - **Next Step? Validate? Publish?**
  - **Requirements for Academia**
    - **Will receive "homework" inputs from workshop attendees**
    - **Provide notional curriculum in advance & discuss at workshop?**
    - **End goal is to provide validated, written requirements to Academia**
  - **Mentorship**
    - **A template for how to mentor logisticians? Develop? Validate?**
  - **Other Ideas?**

Plank Opportunities:
- Flexible Workforce
- Growing Interest in being a Logistician

Risks & Mitigation Recommendations

- **Risk: Center for Joint & Strategic Logistics Excellence Manning**
  - **Several initiatives rely on at least partially operational CJSLE**
  - **Currently only staffed with Acting Director**
- **Action:**
  - **J4 remain engaged with CJSLE; assist as applicable / however possible; provide updates to DJ4**
  - **DJ4 & NDU President Interaction; coordinate OSD/DLA/TRANSCOM senior officer support**

- **Risk: Logistic training/education is currently Service-centric**
- **Action:**
  - **Engage Service's throughout joint logistics curriculum development process**
  - **Provide standardized joint log education templates built to meet the Service's needs**

- **Risk: Obtaining approval for OPMEP support for Joint Logistics Environment learning objectives for PME is difficult**
- **Action:**
  - **Joint logistics curriculum will be provided to PME institutions for inclusion within their programs without official approval**
  - **Continuous liaison/coordination with Military Education community**

DJ4 Guidance

- ***Is plan to address the Education Challenges & Opportunities identified by the Joint Logistics Compass on Target?***
- ***Additional Guidance for Way-Ahead?***

Questions?